

Record of Government Leadership, Innovation, and Transformation

Chris Cummiskey
State Chief Information Officer
Arizona Government Information Technology Agency Director
Former State Senator and Representative

Leadership

In seventeen years of public service Chris Cummiskey has distinguished himself as a leader in the Arizona legislature and as Chief Information Officer for the State of Arizona. The hallmark of his leadership is his ability to form powerful coalitions of business, education, non-profit, government and community stakeholders to swiftly transform government service delivery and implement technology innovation.

Cummiskey started his public service career in the Arizona legislature where he served for 12 years and held many leadership positions, including floor leader of the Arizona Senate. During his legislative tenure, Cummiskey developed a reputation for working with members of both political parties to achieve important policy objectives for Arizona. He was recognized for his efforts to reduce drug prices for seniors, revitalize communities, increase school safety, and reform the legislative process to increase citizen participation, improve government transparency, and strengthen legislative accountability. With a strong understanding of the fundamental components of the emerging high-tech economy, Cummiskey pursued policies and strategies to enhance Arizona's competitiveness and modernize Arizona's economic development agenda.

Arizona Governor Janet Napolitano has made government innovation a cornerstone of her administration. Cummiskey, appointed by Napolitano in 2003 in the dual role of State Chief Information Officer (CIO) and Director of the Government Information Technology Agency (GITA), serves as the Governor's change agent for moving Arizona forward in the areas of government innovation and transformation. In 2006, Governor Napolitano's bold vision was recognized by Government Technology magazine in their annual *Top Doers, Dreamers & Drivers*. Cummiskey was also recognized as the policy and technology leader responsible for making Governor Napolitano's vision a reality.

Under Cummiskey's leadership the State technology agency has been transformed from an information technology oversight agency to the nexus of strategic technology innovation in Arizona state government and an award-winning model for other states. Cummiskey's achievements in government transformation were recognized by his peers in 2006 when the Arizona Chapter of the Society for Information Management named him its Practitioner of the Year. In 2008, the National Governor's Association recognized him with a Distinguished Service Award.

Innovation & Impact

As CIO for the State of Arizona, Cummiskey is in a unique position to positively impact the quality of life for Arizona citizens by coordinating public and private technology and business stakeholders. His efforts to create and leverage statewide coalitions and generate public value in the fields of health care, human services, emergency planning, disaster response and economic development have been widely recognized in Arizona and nationally. His ability to foster collaboration between and among government, business, nonprofit, and consumer groups is reflected in the statewide e-health, 2-1-1 and innovation initiatives he has led.

Arizona Health-e Connection

With Arizona facing rapidly escalating health care costs, Governor Napolitano called upon Cummiskey to help improve the quality and reduce the cost of health care in Arizona. In September 2005, she issued an executive order creating the 40 member Arizona Health-e Connection Steering Committee and appointed Cummiskey co-chair. The committee was tasked with developing a road map for Arizona to achieve statewide electronic health data exchange between insurance companies, health care providers and consumers of health care. Six months later, Cummiskey and the steering committee delivered the AZ Health-e Connection Roadmap which provides Arizona's strategic direction for healthcare transformation.

After the roadmap was delivered, Cummiskey was instrumental in creating the nonprofit organization that oversees the State's transition to a healthcare environment in keeping with the Roadmap's strategic direction. Director Cummiskey serves as founding co-chair of the Arizona Health-e Connection, a non-profit entity which serves as a national model for public-private partnerships in e-health. The e-health steering committee was honored with an Innovation Award from Council of State Governments in 2007, and the committee's work was recently cited as a best practice in a Harvard Case Study titled *Transforming Arizona's Health Care System: Developing and Implementing the Health-e Connection Roadmap*.

Rural Health Information Technology Adoption

In 2006, the Arizona State Legislature endorsed the mission and success of the Arizona Health-e Connection by funding the Rural Health Information Technology Adoption (RHITA) grant program under Cummiskey at GITA. This program helps fund the adoption of health information technology and exchange in order to improve the quality and reduce the cost of healthcare throughout rural Arizona. This program also performs outreach to help these regions form Regional Health Information Organizations (RHIOs) among government, non-profit, private sector groups and others to enable electronic health information exchange.

Health Information Security and Privacy Collaboration (HISPC)

Recognized as a hub of innovation projects in support of e-health adoption, GITA recently assumed a leadership role in national privacy and security e-Health efforts. The Health Information Security and Privacy Collaboration (HISPC) was established in 2006

to address privacy and security challenges presented by the exchange of electronic health information. Working groups in this collaborative have been developing standard policy solutions to harmonize and integrate information exchange between disparate healthcare organizations, while maintaining the integrity of patient data. Cummiskey's alignment of GITA to help realize the Governor's e-Health vision was instrumental in key appointments for Arizona in the 42-state HISPC collaborative. GITA chairs the *Legal Group*, co-chairs the *Adoption of Standard Policies Group* and serves on the *National Steering Committee*.

Arizona 2-1-1

In 2004, Governor Napolitano tapped Cummiskey to lead the Governor's Council on 2-1-1 to create a web-based system to connect Arizonans with public and private health and human service information, emergency preparedness information and critical public safety alerts during times of disaster. Soon after, Cummiskey and his team delivered a strategic plan for 2-1-1. In June of 2005, Governor Napolitano unveiled Arizona 2-1-1 Online – a one-stop shop for health, human service and emergency preparedness and response information. During the devastating Brins fire near Sedona, Arizona 2-1-1 Online received more than 38,000 visits and the 2-1-1 Emergency Call Center was fielded with over 14,000 calls. Even when there are no major public emergencies, Arizona 2-1-1 Online connects over 14,500 people with vital information on a monthly basis. In 2006 Arizona 2-1-1 was awarded a *Digital Government Achievement Award* from the Center for Digital Government and was recognized with an *Outstanding Achievement Award* by the National Association of State Chief Information Officers.

Council on Innovation and Technology – Innovation Arizona

When she took office in 2003, Governor Napolitano formed her Council on Innovation and Technology (GCIT) to foster an environment of innovation and increase the State's economic competitiveness. Cummiskey served on GCIT first as a member, and later as Governor Napolitano's policy advisor for the group. GCIT led the charge to form strategies on capital formation, technology transfer, increasing rural broadband capabilities, and identifying opportunities to improve high-tech trade with Mexico. GCIT created some of the foundational framework for *Innovation America*, Governor Napolitano's signature initiative as chair of the National Governor's Association.

To increase Arizona's competitiveness in the 21st century global economy, Cummiskey was then appointed to work with public and private stakeholders to modernize the State's Department of Commerce and economic development capability. As a result, the Arizona Economic Resource Organization (AERO), a nonprofit collaborative of State agencies, public universities, foundations and private sector companies was formed in 2007 to coordinate the State's strategy for international competitiveness and economic development.

Rural Broadband – Town of Superior

Critical modern amenities like high-speed internet access have eluded many rural communities. Based on ideas developed by GCIT, Cummiskey and his team at GITA spearheaded a coalition of local business, community and government leaders in the

Town of Superior, Arizona to leverage grants into the implementation of a privately owned and operated municipal wireless internet infrastructure. This initiative has catalyzed economic growth, spurred business development, and improved information technology to schools and government buildings, while providing affordable broadband access to residents. This initiative is a model of innovation that may be replicated in any rural area in the nation.

Government Transformation

As GITA Director and a member of the Governor's cabinet, Cummiskey has also guided State agencies in implementing Governor Napolitano's agenda for government innovation and transformation. He has taken an active role in implementing several public safety, government transparency and business licensing best practices in State agencies. Under Cummiskey's leadership, GITA received the inaugural award as the Arizona Capitol Times Leader of the Year in Public Policy (Technology) in 2007. GITA was recognized for its work in promoting technology and innovation to improve government efficiency and access to public information.

Emergency Oversight Preparedness Council

In 2006, Governor Napolitano recognized the need for a coordinated approach to emergency planning and disaster recovery for State agencies. She pulled together Cummiskey and a group of key agency leaders to form the Emergency Preparedness Oversight Council (EPOC), to prioritize and align state emergency preparedness resources and procedures with the protection of mission critical State systems. Because of this effort, Cummiskey now leads a multi-agency task force within EPOC to ensure business continuity of State agencies.

Statewide Information Security and Privacy Office

Soon after its formation, EPOC recognized the need to increase information security and privacy practices throughout State government. Arizona is the leading state for identity theft in the nation, and state government is one of the biggest repositories of personally identifiable information. With EPOC's concurrence, Cummiskey and his team conducted a business case analysis for a Statewide Information Security and Privacy Office (SISPO) to mitigate the risk of compromise, and to protect the State's information infrastructure. This business case was developed with input from industry subject matter experts and Cummiskey's colleagues in the National Association of State Chief Information Officers (NASCIO). The plan was implemented in 2007 when the State legislature passed and Governor Napolitano signed legislation creating the SISPO within GITA. Under Cummiskey's leadership, the SISPO now serves as the strategic planning, facilitation and coordination office for information security and privacy in the State.

Arizona Openness and Savings Strategy

Facing rising budget deficits, Governor Napolitano sought a method to share best practices and budget savings ideas among government agencies and with the public. Cummiskey led the effort to use the State web portal to create a marketplace of ideas for getting through the State's fiscal crisis.

Google Partnership

In December of 2006, the Governor's Office and Cummiskey began meeting with Google about a partnership to make government information more accessible to the public.

Based on these conversations, Cummiskey coordinated an effort to improve transparency and increase citizen access to government information. Cummiskey and his team managed the implementation of a new process across six pilot agencies to make state agency databases searchable through commercial search engines such as Google, Yahoo and MSN. At the conclusion of this pilot project in April 2007, Google created a case study highlighting the partnership and its impact on government transparency. Google presented the results of this collaboration to Congress and is currently promoting it with government agencies worldwide.

Project Management Certification Program

In recent years, the knowledge and skills required to manage the complexity of State technology projects has increased dramatically. Anticipating both an increase in the number of high risk projects, and unprecedented budget constraints in coming years, Cummiskey and his staff developed a Project Management Certification Program to help ensure agency project managers complete technology projects on time and within budget. In its first year, the State Project Management Certification program has been an unqualified success providing over 200 State employees with certifications demonstrating that they have acquired the necessary project management skills to effectively develop, implement and monitor State projects.

E-licensing & Arizona Business One Stop

The internet is a great enabler of increased government efficiency and effectiveness. In recent years, Cummiskey has led the State's efforts to transform the way Arizona's professional licensing agencies do business. The State started with a few pilot agencies, and now offers licensing services to over 70% of the professional and occupational licensees in Arizona over the internet.

Based on the success of e-Licensing, Cummiskey and his team have turned their attention to business licensing. Within the next two years, GITA, in collaboration with the Governor's office, selected state agencies and the business community, will create the *Arizona Business One-Stop*. This website will be a suite of applications hosted through the State Portal where business owners can satisfy most government requirements for forming, owning and operating a business in the State. Small business owners may provide basic information and pay associated fees to multiple agencies - one time, in one place, with one transaction. This service will ease the navigation of government requirements, especially for small business owners, while accommodating the security, privacy and data requirements of disparate government agencies. The overarching goal of this initiative is to create more efficient, effective, always available electronic government services for businesses.